

March 26, 2010

Michael Huber  
Director of Enterprise Development  
Office of the Mayor  
City-County Building Suite 2501  
200 E. Washington Street  
Indianapolis, IN 46204

**Re: Response to Request for Information ("RFI")  
Indianapolis Airport Authority's (the "Authority") Parking Facilities (the "Facilities")**

Dear: Mr. Huber

Carlyle Infrastructure Partners, L.P. ("Carlyle Infrastructure"), an affiliate of The Carlyle Group ("Carlyle"), is pleased to respond to the RFI and to express our interest in potentially offering the Authority alternatives to self managing the Facilities. As an active investor in the public infrastructure sector, Carlyle Infrastructure is enthusiastic about the Facilities and their growth prospects, and we are eager to conduct further due diligence on the opportunity. Carlyle Infrastructure is currently pursuing a number of municipal parking public-private-partnership opportunities, and we have had extensive discussions with a number of leading parking operators who have extensive airport parking experience. We envision that we will partner with one of the leading airport parking operators when the Authority is ready to explore alternative structures with respect to the facilities.

Formed in 1987, Carlyle is a global private equity firm based in Washington, D.C., which originates, structures and acts as lead equity investor in management-led buyouts, strategic minority investments, joint ventures, infrastructure, venture capital and real estate investments. The firm has invested \$59.6 billion of equity in 952 transactions and currently has in excess of \$88.6 billion of capital under management.<sup>1</sup> Our successful track record and history of delivering upon our commitments has earned us a solid reputation within the investment community. Given the relative size of our organization, we view our reputation of fair and consistent dealings with managers, our investors and sellers as being our most important asset.

#### **Infrastructure Focus**

Carlyle is particularly committed to the infrastructure sector and in 2006 established a dedicated team to focus on investments in infrastructure companies and assets. The team is composed of 11 investment professionals with nearly 100 years of collective experience with infrastructure investing, financing and operations. The team has a combination of investment, development, financial structuring and asset management capabilities that are critical for success in the infrastructure sector. In addition to this team, Carlyle's real estate group has developed knowledge of and experience in dealing with parking assets and operations as part of its investment portfolio of residential and commercial properties throughout the country, and we intend to work closely with these investment professionals as we proceed.

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<sup>1</sup> December 31, 2009.

### **Value Creation**

Carlyle's philosophy on public infrastructure investment is one of true "partnership" between the public and private sector participants. We believe in value creation through intensive focus on customer service, first-class operation, undivided attention to safety and security, and providing capital to support necessary capital expenditures and to take advantage of growth opportunities. We recently closed a public-private partnership transaction with the state of Connecticut where a Carlyle Infrastructure-led consortium will undertake the refurbishment as well as operation of 23 service plazas on three major highways and will share revenue with the state.

Should the Authority decided to proceed with a long-term lease, due diligence efforts will be led by Carlyle Infrastructure. Specifically, Bryan Lin, a Principal at The Carlyle Group will be your primary point of contact for this opportunity.

Bryan D. Lin  
Principal  
The Carlyle Group  
520 Madison Avenue  
New York, New York 10022  
Tel: (212) 813 4992  
Fax: (212) 813 4968  
bryan.lin@carlyle.com

We appreciate the opportunity to submit this response and look forward to the opportunity to conduct due diligence. Should you have questions, please do not hesitate to contact Bryan Lin.

Sincerely,

A handwritten signature in blue ink, appearing to read "R. Dove", with a stylized, cursive script.

Robert W. Dove  
Managing Director

A handwritten signature in blue ink, appearing to read "Barry P. Gold", with a stylized, cursive script.

Barry P. Gold  
Managing Director